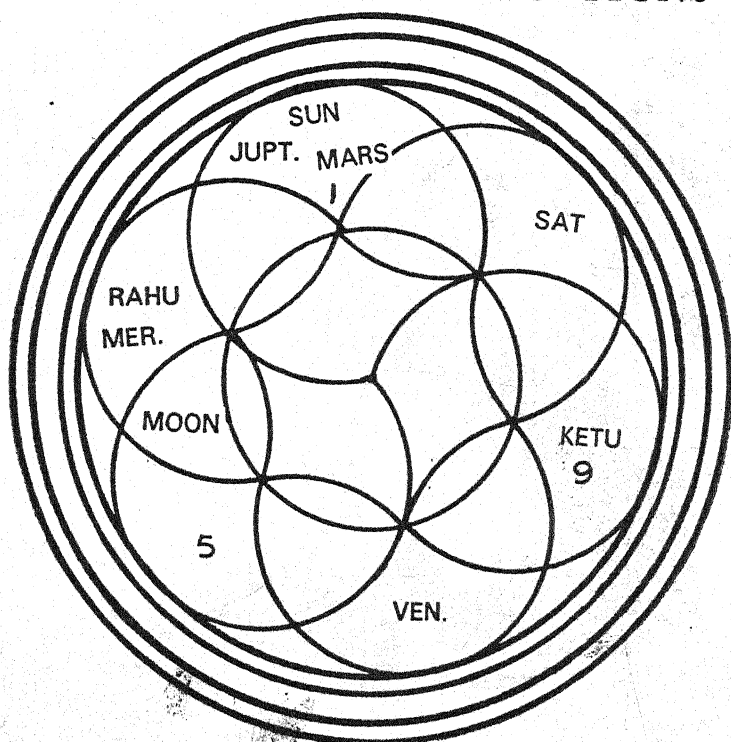


INTEGRATED DEVELOPMENT OF SMALL AND MEDIUM TOWNS

CRITICAL AREAS AND ISSUES
FOR POLICY OPTIONS



Ed.

R. K. Wishwakarma

INTEGRATED DEVELOPMENT OF SMALL AND
MEDIUM TOWNS

I. I. P. A.

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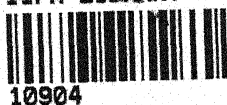
Critical Areas and Issues for Policy Options

(PROCEEDINGS OF THE WORKSHOP HELD ON
JULY 14-15, 1981)

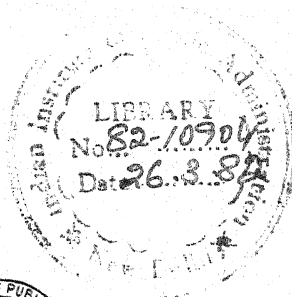
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FOREWORD

Recent years have witnessed a fast growth of urban population, most of it poor, and living in most appalling condition. A large part of urban population growth is made by rural-urban migration, and an exaggerated expectation of economic opportunities in metropolitan area could still keep the flow of migration at a high level. This is the fate of our gigantic metropolitan cities like Bombay, Calcutta, Delhi, Madras, Bangalore, etc. These cities dominate the urban scene and form the apex of national settlement system. Their growth reflects the growth of national economy; and their hinterland; the entire country.

Policies formulated by the government under its various plans have had far greater impact on them; whether they refer to urban renewal, slum improvement or their rehabilitation, industrial decentralisation, construction of highways or mass transit system, or low income housing for the urban poor.

There is an enormous gap between the environs of large cities and those of smaller ones. The programme of integrated development of small and medium towns has been adopted to bridge this gap and rectifying to some extent, the urban problems as resulting from the combination of unbalanced sectoral investments and growth, in appropriate technological choices within sectors, and rapid population increase.

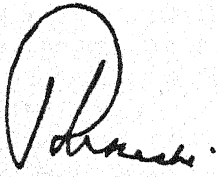
It is in this perspective that we have to view the shift in national urbanisation policy. The Central Scheme for Integrated Development of Metropolitan cities and areas of national importance was introduced during Fifth Plan in 31 cities and an amount of Rs. 136 crores was spent during 1974-75 to 1978-79. This was discontinued and a new urbanisation policy was adopted during the Sixth Plan. The thrust of the new urban policy is to slow down and, if possible to reverse the growth of metropolitan cities, and increase the rate of growth of small and medium towns by giving greater emphasis to the provision of infrastructural and other facilities to these towns and equipping them to act as growth and

service centres for rural hinterland. In pursuance of this policy, the National Development Council approved the introduction of the centrally sponsored scheme for Integrated Development of Small and Medium Towns (IDSMT) during the Sixth Plan and guidelines to this effect were issued by the Ministry of Works and Housing in December, 1979 and the Scheme has been in operation for over 2 years since then.

The present volume is an outcome of the Workshop which was organised to bring together development operators, policy makers and plan administrators on a common forum for a healthy exchange of ideas and to encourage different and critical perspective of the programme of integrated development of small and medium towns.

I am happy to record that the proceedings have been ably presented by Shri R.K. Wishwakarma, an Urban Economist of the Institute. In the introductory chapter, Shri Wishwakarma, has made an attempt to trace the evolution of the IDSMT programme and also clarify the meaning of the 'integrated' approach and its objective function. He has gone on further to raise the critical areas and issues for policy options. I am thankful to all those who have made their valuable contributions to the publication of these proceedings.

I also hope that the several ideas contained in the proceedings would lay a firm foundation to the new approach and provoke further thinking in the field of integrated development of small and medium towns. It is out of such ideas that needed solutions for effective programme administration would emerge in the years to come.



New Delhi
January 28, 1982

P.R. DUBHASHI
Director, IIPA

PREFACE

The planned development, since very inception of planning in India, has been adding new dimensions in economic and social development in terms of more construction of houses, provision of social services, construction of dams and reservoirs, multi-purpose river valley projects and steel and other plants of heavy industry. But all this does not resolve human requirements and expectations. In a welfare state, environment and social justice are the new facets of development theory. The United Nations Conference on Human Settlements—HABITAT (1976) observes that “these policies must facilitate the rapid and continuous improvement in the quality of life of all people beginning with the satisfaction of basic needs of food, shelter, clean water, employment, health, education, training, social security without any discrimination..., in a frame of freedom, dignity and social justice” to seek harmonious integration of a wide variety of components including population growth, shelter, land-use, infrastructure and services, which can bring about solutions to the problems of human settlements.

In pursuance of the above objective,¹ the Government of India in its Sixth Five Year Plan, have formally declared a national urban policy option in terms of Integrated Development of Small and Medium Towns (IDSMT) to arrest the growth of metropolitan cities. The government proposes to invest a sum of Rs. 200 crores (at the rate of Rs. 1 crore per town) in 200 selected small and medium towns of 1 lakh and below population to make them economically viable and functionally efficient.

To examine the operational feasibility of the Integrated Urban Development Programme, the Workshop was designed to have an assessment and appraisal of the IDSMT programme with regard to the operationalisation of the scheme, utilisation of grants-in-aid, adequacy of existing organisational machinery and the role of involved officials, agencies and clientele groups, with a view to suggesting critical

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areas and issues for policy options. The integrated approach to development of small and medium towns implies that all the objectives (based on priorities of development) "must be looked upon as a single package with a view to minimising potential contradiction and trade-offs within and among objectives, and using the achievement of each objective to further the others". It has a significance in the sense that all objectives must be given appropriate priority and pursued simultaneously. The present programme is basically *ad hoc* in character and without adequate co-ordination and setting up of institutional services and machinery at the town level. The whole concept of integrated development cannot be evolved simply on physical planes. The provision of services and infrastructure, which sets the pace and limit to the growth of township in their varying dimensions, will remain unproductive frill, if not tagged to the state of economy and society.

The strategic policies, plans and programmes cannot be implemented without appropriate institutional support and instruments including formal and informal procedures for the harnessing of resources, particularly human capacities of development operators and clientele groups. Because of a wide variety of relative performance, territorial coverage and regional complexities, the integrated development of townships requires a very diversified system of institutional arrangement including promotion of new concepts and leadership in unfamiliar areas. The Workshop through its discussions and deliberations have raised important issues and also made valuable suggestions for channelising human initiatives and skills and resources for achieving the goals of integrated development, presented in this volume.

It's my pleasure and sincere duty to express my thanks to the various participants of State Government institutions, authorities and organisations for their co-operation and making valuable contribution.

My greatest debt of gratitude, however, is to Shri T.N. Chaturvedi, the then Director of the Institute for addressing the participants and giving the message of development to the motivation of human behaviour, pledged with inner-spirit of self-accomplishment and to Shri P.R. Dubhashi, Director, IIPA for writing the 'Foreword' and giving an encouragement

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to grope over the solutions further.

I am thankful to our colleagues in the Institute who have participated and made the deliberations a success, particularly Sarvashree M.K. Balachandran and G. Jha. Last but not the least, I express my sincere thanks to the administrative services and support provided by the academic and training division of the Institute. Mrs. Kamlesh Chopra deserves appreciation and thanks for sincerely typing and stencilling the proceedings of the Workshop. I am also thankful to the publication division for the careful attention to bring out this volume in time. I am also thankful to Shri H.D. Kulkarni, Mrs. Rita Kaushik and Shri C.S. Wadhwa for designing the cover.

NEW DELHI
DECEMBER 10, 1981

R.K. WISHWAKARMA

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1

INTRODUCTION

The 'integrated' or 'unified' approach to development is an attempt to examine the problem of development as a total societal process most appropriate to its values and circumstances. The alternative strategy has come into being after the failure of the United Nations First Development Decade when the Economic and Social Council adopted a resolution 1494 (XLVII) on May 26, 1970 for a 'unified' approach to development planning which was endorsed by the General Assembly in resolution 2681 (XXV) of December, 1970. The requirements and the philosophy behind this integrated approach is that all the objectives based on the priorities of the community (including additional ones) "must be looked upon as a single package with a view to minimising potential contradictions and trade-offs to further the others"¹ and using these objectives as the criteria for an evaluation of development performance. Its extension to the development of small and medium towns is a welcome proposition.

There is no doubt that "the solutions to the problems of metropolitan cities lie in small and medium towns and those of all towns and cities lie in the villages. Small and medium towns possess a great potential both for relieving much of the burden upon large cities and for functioning as growth centres for surrounding villages. These towns and villages need to be revitalised through increased employment opportunities, better environmental and social services and appropriate housing"²

¹R.C. Malhotra, "Environmental Management: Integrated Rural Development", in *Readings in Environmental Management* (ed.) Vinyu Vicht Vadakan, et al., United Nations Asian and Pacific Development Institute, Bangkok, June, 1980, p. 164.

²Kirtee Shah and William J. Cousins, "Housing and Development", *Shelter*, Summer 1981, p. 16.

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and planning within regional perspective. Efforts have been made both at national and international level to have an integrated approach to development with a focus on 'man' and his 'habitation' by providing basic minimum needs which are "pre-condition both for preserving the dignity of man and for providing a basis for his development"³. Therefore, the key to success lies in providing need-based programmes most appropriate to community's 'values' and 'circumstances' with a focus on human development.

There is a general agreement on "the need for a set of complementary strategies—increasing employment, meeting basic needs, reducing inequalities, raising the productivity of the poor. For this to happen economic inputs have to be reinforced by social inputs like education, nutrition, health, water supply and sanitation".⁴ The contribution of these key sectors has been recognised as important component of an integrated policy for overall development. With this emphasis, the objectives of social and human development have been accorded a new role of being used as the criteria for evaluating the results of development performance. Operationally "an integrated (*i.e.*, multiple-objectives-oriented) approach would require that the intended (and unintended effects of any measure must be thought-through, and also that it would be necessary to think in terms of not only 'what is to be done' but also in terms of 'how it is to be done', so as to maximise the desired objectives. In other words, the impact has to be appraised (*ex-ante*) and evaluated (*ex-post*), in terms of both, ends and means, for even ends are only means to higher 'ends' and *vice versa* in a hierarchy of ends or goals and objectives."⁵

GOVERNMENT PROGRAMME OF IDSMT

In order to have a balance between 'agriculture' and

³Kirtee Shah and William J. Cousins, *op. cit.*, p. 16.

⁴David P. Huxton, *Human Development, The Need and the Means*, speech delivered at the meeting of the Indian Junior Chamber of Commerce in Calcutta on 19th December, 1980.

⁵Vinyu Vicht Vadakan, *Readings in Environmental Management*, Bangkok, June, 1980, pp. 164-5.

'industry' on the one hand, and 'urban' and 'rural' development, on the other, the main thrust of the new urbanisation policy as conceived in the Sixth Plan (1978-83) is not merely to solve the problems of urban environment by encouraging the growth of small and medium towns and slowing down, if possible, reversing the rate of growth of metropolitan cities but also to act as "the link of rural development strategy and through it must flow all the inputs required to develop the village economy and implement the hard core of the rural conservation and environmental care programme."⁶ The plan proposes "to achieve this by giving greater emphasis to the provision of infrastructural and other facilities to the small and medium towns and to equip them to act as growth and service centres for the rural hinterland. For this purpose, increased investments are proposed in these towns in housing, water supply and tele-communication facilities (e.g., post office, telephone and telegraphs). Likewise, facilities for education, medical care and recreation will need to be augmented".⁷ It is in this spirit and to give a physical content to these policy measures as contained in the Sixth Plan, that the Ministry of Works & Housing issued a guideline on centrally sponsored scheme for Integrated Development of Small and Medium Towns (Appendix 1). The guidelines issued recognises the importance of the programme and it envisages that "for proper development of these towns, it is necessary that an integrated development programme of each town is drawn keeping in view its locational importance and linkages in the region".⁸ For this purpose, the Government of India have selected for development 200 small and medium towns with a population of 1 lakh and below, on the basis of 1971 Census and have also allocated an outlay of Rs. 200 crores (@ Rs. 1 crore per town) during the Sixth Plan period to make these towns economically more viable and functionally

⁶Government of India, Planning Commission, *Draft Sixth Five Year Plan, 1978-83* (Revised), pp. 455-56.

⁷*Ibid.*, p. 458.

⁸Government of India, Ministry of Works & Housing, *Guidelines of Centrally Sponsored Scheme for Integrated Development of Small & Medium Towns* (Mimeographed), p. 1.

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efficient. The list of the towns covered under the IDSMT programme as on January 31, 1982 is given in Appendix 2.

UNICEF PROGRAMME OF IDSMT

The UNICEF, in consultation with the Ministry of Works & Housing, has undertaken a similar programme in 9 district towns in 8 States⁹ for integrated development with a focus on the involvement of the local government agencies and voluntary organisations to plan for their own development in the long-run. The emphasis is on the provision of basic social services to meet the minimum needs inexpensively. "This 'basic services' approach is not a central formula for the imposition of development but decentralised strategy of participation in development. And as such, it is based on training and assisting development workers to provide essential services to mothers and children in co-operation with poor communities"¹⁰ to ensure the progressive development of the entire community with greater awareness. The programmes are directed to provide supportive services for enhancing the capacity of local people and the benefits of the programme should flow to children and women, in particular. The UNICEF is thus interested in pre-school education, primary education, low cost sanitation techniques, provision of water supply and in improving the health status of the community. The fulfilment of the task will require participative approach of all concerned departments, local governments and voluntary agencies for integrated delivery of services.

ISSUES AND FOCUS OF THE WORKSHOP

Each town has its own needs and aspirations depending upon the nature and function of the town, in particular and regional economy, in general. Keeping these differentials in view, a two-day Workshop on Integrated Development of

⁹These district towns are, Anantnag (J&K); Alleppey (Kerala); Barabanki and Ballia (Uttar Pradesh); Katihar (Bihar); Sambhalpur (Orissa); Tunkur (Karnataka); Ratnagiri (Maharashtra); and Thanjavur (Tamil Nadu).

¹⁰James P. Grant, *The State of the World's Children, 1981-82*, UNICEF, p. 12.

Small and Medium Towns was organised for the participants of the *Sixth Course on Urban Plan Administration* (July 6-18, 1981)¹¹ at the Institute. The main focus of the Workshop was to have an assessment and appraisal of the Integrated Development of Small and Medium Towns with regard to:

- (i) the critical areas and issues pertaining to integrated development with reference to population, economy, ecology, shelter and infrastructure, environmental pathology and development administration;
- (ii) operationalisation of the scheme with regard to: (a) resource mobilisation and its management, (b) organisation for plan administration, and (c) community's involvement and people's participation in decision making;
- (iii) utilisation of grants-in-aid (both national and international) by sector and by specific target groups;
- (iv) to examine the adequacy of the existing machinery and organisation for local level planning and administration and suggest alternative models; and
- (v) the role of: (a) expert group including planners and elite groups; (b) administrators and local level development agencies; (c) politician and community leaders; and (d) clientele groups.

In order to have a fruitful discussion of the issues raised above, it was decided to divide all the participants in two syndicate groups (Appendix 3) to discuss and debate the issues involved and arrive at general consensus. The recommendations of both the groups are given in Chapter 4 which were presented by the respective group conveners and debated to arrive at general consensus and final conclusion of the Workshop.

¹¹The Course was directed by S/Shri M.K. Balachandran and R.K. Wishwakarma.

2

RECOMMENDATIONS OF THE WORKSHOP: AN OVERVIEW

The main focus of the integrated urban development programme as designed by the Ministry of Works & Housing has been to meet the requirement of the resident population and also to attract migrants to the small and medium towns. The master plans which have been formulated do not conceive the integrated aspects of development strategy and hence they do not conform to the goals of providing need-based programmes most appropriate to community's 'values' and 'circumstances'. The general consensus that has emerged out of the deliberations of the workshop is being summarised below:

CRITICAL AREAS AND ISSUES

1. Suitable strategies having a bearing on the migration pattern should be evolved to meet the main objectives of the scheme of arresting the flow of migration to metropolitan areas. This might include strengthening and diversification of economic base of the town which might give boost to urban economic growth and social development.
2. An inventory of migratory and floating population alongwith the availability of workers by type of work and industry should be made for optimum utilisation of local resources and skills and also to see that the ecological balance is not disrupted by pollution or over-utilization of these resources.
3. The long term plans should be prepared and environmental factors including provision of shelter, social services and infrastructure should be given priority in the development of small and medium towns.

4. The coverage of towns only of one lakh population should be changed to include towns having larger population also; otherwise very remote areas will satisfy this condition having no so much felt needs for development.

5. Towns in backward areas should be selected so that the migrating population of these areas is attracted towards small and medium towns covered under IDSMT programme.

6. Unorganised informal sector should be given due share in the investment pattern of these towns. Mere capital investment in infrastructure is not enough.

7. Instead of just improving the roads, drainage and water supply below the norms and prescribed standards, it would be more desirable to develop job opportunities in the towns by developing the trade, commerce and industry, particularly in the informal sector and linking up this sector with the formal sector.

8. The ceiling for the total cost of the project as well as the central assistance is too meagre to develop small and medium towns as effective growth centres with better environment. The central assistance should also be made available as per priorities indicated for providing utilities, social services and other related social and economic inputs so that the integrated approach is adopted in financial sphere also.

9. There are a larger number of small and medium towns having activity pattern with rural bias and for such townships, the integrated strategy should conceive of: (i) providing veterinary hospitals for towns of 50,000 and above population; (ii) housing for agricultural and landless labourers; (iii) social services for the aged and children of working mothers, (iv) opening of more repair shops and work-sheds for agricultural tools and implements; and (v) units for processing of local products. Finally, the committees of members of all groups in the town should be formed to identify their requirements and also educate people about the integrated development programme.

OPERATIONALISATION OF THE IDSMT PROGRAMME

1. In the operationalisation of integrated urban development programme, the local contribution from beneficiaries

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should be generated besides assistance from the Central and State Governments as harnessing of local resource is key to success.

2. Where there is a will, there is a way; and where there is a need, there is a clientele group. Therefore, in designing the IUDP schemes, the community should be involved in choosing the schemes of their own benefit. This can be done by inviting public views and opinions or by discussing with them or their representatives. Community's participation should not amount to interference rather their committees and associations should be encouraged to participate in decision making.

3. All sectoral funds should be pooled together and spent annually on approved capital improvement projects, since central assistance bears a rate of interest at 5.5 per cent payable in 25 years. Resources could also be mobilised by disposing of land earmarked for commercial and residential purposes, direct taxation and special assessments like development charges and betterment levies.

4. The implementing machinery should be geared to meet the requirements of small and medium towns and should also be equipped with adequate technical staff to ensure proper implementation, effective coordination and meaningful monitoring.

5. For resource mobilisation, some remunerative housing and commercial projects should be undertaken on priority basis. The staff engaged in implementation should have definite orientation and it should be a different staff altogether. People at the local level do not know what they can contribute to the scheme of integrated development.

6. The annual budgetary allocation of different sectors like medical and health, education, environmental sanitation, urban development, etc., be channelised through development priorities within integrated development programme.

7. Requisite funds should be provided to local authorities to formulate master plan or at least the long term perspective development plan for the area.

8. In the state and district level committees, prominent social workers, planners, experts and institutions like the Chamber of Commerce and Industry, Engineers Association,

RECOMMENDATIONS OF THE WORKSHOP: AN OVERVIEW 9

Architects Association and other institutions concerned with urban affairs should also be invited to give their opinions and valuable suggestions.

UTILISATION OF GRANTS-IN-AID

1. The grants received should be utilised both for physical and human capital formation by giving necessary training for the acquisition of skills and utilisation of resources and technologies useful for the project.

2. Part of the grant should also be utilised on social services, health and environmental education, dietary and nutrition programmes, but economic base of the town should be developed on priority basis.

3. The management of shelters for urban poor, core housing, traffic and transportation, development of commercial and industrial estates to strengthen the economic base of the town are some of the basic sectors on which the grants should be utilised. In addition to this, part of the grant should also be utilised for sites and services, health care centres, maternity hospitals and institutes for physically handicapped children.

4. The grants should also be utilised for the improvement of slums and their up-gradation including rehabilitation.

5. The funds received as grants-in-aid should also be utilised for obtaining some of the equipments useful for self-employment, particularly of urban informal group.

ADEQUACY OF EXISTING ORGANISATION

1. In order to increase the operational efficiency of the IDSMT programme, the local authority has to become more professional and the state town planning department as an important agency to co-ordinate and execute various programmes. The monitoring and evaluation cell under the IDSMT scheme should be strengthened so that a continuous feedback mechanism might enable the implementing authority to take up corrective measures.

2. The local level plans could be formulated within the policy framework and objectives set out by the district plans/

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regional plans with due care to programme performance and budgeting and also the integrated urban development programme should provide a spatial dimension and linkage to different sectoral programmes at the local level.

3. IDSMT programme should delineate the responsibilities and functions of various urban local authorities concerned with different sectoral programmes to ensure effective co-ordination of activities within the town as well as in the entire region.

4. Due to the limitations of the local authority to prepare integrated development plan and implement it, the organisation should be reconstituted and strengthened in the light of changed functions. Preferably, the integrated development programme should be prepared by the town planning department in consultation with the local bodies assessing their needs and resources available for development.

5. At the local level, a single implementing agency should be created by strengthening its organisational set-up. This agency should be given adequate powers to sanction estimates for prompt implementation of the programmes by eliminating procedural delays and ensuring effective co-ordination.

THE ROLE OF EXPERT GROUP, PLANNERS, ADMINISTRATORS, POLITICIANS, COMMUNITY LEADERS AND CLIENTELE GROUP

1. The role of Expert Group in the formulation and implementation of integrated urban development programme should be advisory. They should provide consultancy services on specific issues and problem areas.

2. The Planners should prepare, and if necessary, incorporate the suggestions or modifications in the IUDP as suggested by the Expert Group and also identify the main areas of development interest on priority basis.

3. The Administrator should ensure effective and most efficient co-ordination of various activities and their implementation and monitoring at various levels within the stipulated time.

4. The Politicians and Community Leaders should try to understand implications of the programme of integrated

development and convince the masses about its utility and also seek their co-operation in implementation of the integrated programme.

5. The Clientele Group should be receptive to the development programmes and should also actively participate and co-operate in the implementation of these programmes.

The overall strategy of the integrated approach to development should be to make the sum of benefits of small and medium towns larger than the sum of isolated benefits of various segmented approaches under different schemes.

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DELIBERATIONS OF THE WORKSHOP

CRITICAL AREAS AND ISSUES

K.T. Gurmukhi

The entire urban development for some standard urban way of life depends upon the economic status of our society. So the foremost importance should be given to economic development. Strong economic base can only give boost to urban economic development. To create economic base, it is necessary to invest in economic activities like industry, development of mandis and commercial activities so that these activities will bring more returns to build funds for further investment to sustain the immigrants to the town. Secondly, priority should be given to the traffic and transportation also. The town should be linked properly with its rural as well as urban hinterland through fast communication networks. And thirdly, priority should be given to housing, social services and environmental pathology.

R.L. Pitale

Opportunities for gainful employment should be created in small and medium towns and an inventory of migrants should be prepared to develop economic activities. This is with a view to basically make migration to small towns as its central objective. The development administration should be in the hands of a multi-disciplinary group rather than with the general administration.

Arun Upadhyaya

In the development of small towns shelter, social services and infrastructure should be given priorities. An adequate care should be taken to provide worksheds nearer to places

of work, adult education and food for work programme. It is also necessary to identify missing links of communication in the regional aspect.

P.T. Hardikar

(i) Strengthening economic base of the town and wherever possible, diversifying it not only by developing industrial and commercial areas, developing or extending mandies (A.P.M. yards) but also by identifying industries or such economic activities, having reasonable growth potential in the regional context giving necessary incentives including technical guidance, economic concession, etc., and providing necessary infrastructure and utility services; (ii) revising programmes for shelter including provision of sites and services, housing with necessary infrastructural facilities and utility services which should aim at providing adequate shelter for workers in industries and commerce and also for supporting service population; (iii) efforts should be made towards slum improvement and up-gradation programmes with suitable alternatives; (iv) provision of social facilities such as education including technical education, preventive as well as curative medical facilities, health care, women and child care, etc.; (v) improvement in (and provision of) road network establishing missing links to residential, commercial and industrial areas and strengthening their linkages with surrounding region/hinterland; (vi) provision of water supply, drainage, sewerage and sanitation; (vii) provision of parks and playgrounds including wooded areas, recreational facilities, etc.; and (viii) strengthening the administrative machinery including executive, technical, personnel and developing and gearing up of such machinery to the developmental needs and programmes, resource mobilisation and resource management, etc.

T.V.S. Nithyanadam

While planning for the small towns: (i) migratory population, (ii) economic base, and (iii) ecological aspects of the town should be taken into consideration.

G.N. Singh

In order to increase the rate of growth of the small and

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medium size towns, they should be developed as strong growth-cum-market centres so that migratory population towards metropolitan cities could proportionately be reduced. The provision of infrastructure and essential services should be made available and additional funds should be released to gear up the overall development. Priority should be given to those sectors of the town which could boost up the economy and provide maximum employment opportunities to the local people. Special machinery for developmental work should be devised for the programmes envisaged under the IDSMT Scheme as the existing administrative machinery does not pay proper attention to the development work.

N. Dhakshinamurthi

The critical areas and issues pertaining to the development of small towns are: (i) provision of infrastructure (ii) financial inadequacy and its management, (iii) co-ordination between Centre and State, and (iv) element of uncertainty in the life of master plan including setbacks in the internal economy.

K.K. Dalla

The critical issues pertaining to the development are provision of water supply, drainage and sanitation, development of parks and playgrounds, housing, roads, transport networks, etc.

D. Medhi

Efforts should be made towards greater environmental improvements with major emphasis on improving the economic status of poorer sections of population.

C.N. Jagdeesan

The coverage of towns of only 1 lakh population should be changed to include towns of higher population also; otherwise, very remote areas will satisfy this condition having no so much felt needs for development. Appropriate measures should be taken to provide adequate social and economic infrastructure including shelter with due consideration to ecology and environmental pathology in terms of health care.

water supply, drainage and sanitation in conformity with the needs of the people of the area.

N.K. Chetia

Ecological and economic consideration should be given due importance in the development of small and medium towns.

A.H. Khan

Adequate infrastructure of water supply, roads, drainage, electricity should be provided to the town with due regard to the environmental improvement aspects of the town.

M.K. Rajasekaran

Efforts should be made to achieve a targeted per capita income of the town by implementing the integrated development programme. Social services like educational, recreational and health facilities should be provided in the town and sites and services to the poorer sections of the population. The infrastructural facilities should be sufficient to meet the unmet needs of the population at least for ten years after the implementation of the programme.

C. Palanivelu

Giving his views on the critical issues and areas of development with respect to population, he observed that more emphasis should be given to qualitative aspects of population, particularly: (i) migration, (ii) sex-ratio, (iii) literacy, (iv) vital rates and quality of workforce. In the field of economy, adequate attention should be paid to develop: (i) healthy economic base, (ii) explore potentials of development, (iii) resource mobilisation, and (iv) to achieve a high rate of per capita income growth. In the field of social services emphasis should be laid down on: (i) nutrition, (ii) family planning, (iii) education; (iv) health and child care, and (v) development of adequate recreational and community facilities. The infrastructure of the town should also have provisions for housing, water supply, sewerage, drainage and traffic and transport communication. To implement these aspects

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of the programme under the integrated scheme, the development administration should have co-ordination between planning and implementing agencies with proper monitoring and evaluation including that of financial management.

C.A. Gauni

The main theme of the integrated scheme is to check the migration of rural population to the large cities; hence the small towns should act as counter magnets to the large cities. Instead of just improving the roads, water supply or drainage below the level of prescribed standards and norms, it would be more logical to develop the job opportunities in the town itself by developing the industry, trade and commerce which does not call for highly qualified/specialised professionals but which can be managed through the local manpower—the skilled/unskilled with a bit of training personnel. Presently much of the stress is laid on developing LIG housing, sites and services programmes which itself will create new slums, and in the course of time, will become a bone of contention. Overall aspects of environmental planning will get frustrated by adopting such sub-standards or low level norms.

P.K. Bhattacharyya

Economic ecology of the town should be explored through a techno-economic survey to assess income, employment, productive potential, infrastructure for industrial development, raw materials workers, markets, water and power supply, communication facilities, etc. Economic development of the town should, therefore, be based on highly localised resources both in terms of men and material.

H.D. Singh

Land acquisition and development is the main constraint in the development of small towns. It should be given top priority. Due to lack of co-ordination between plan formulating and plan implementing agencies, there is overlapping of works, funds and powers which need to be segregated in terms of sphere of activity. The master plans which have been formulated, did not conceive the integrated aspects of development strategy and hence they do not conform to its goals.

G.L. Gupta

The economic base of small towns needs to be diversified to provide more avenues of employment. The activities connected with slum improvements and their upgradation should be undertaken. Shelters to the houseless population of the town are also required. Better audio-visual media should also be developed in poor localities.

V.T. Purohit

The norms and components of integrated scheme for all the size of towns are so uniform that the services, essential in one town may not be required at all in the other towns. These small and medium towns do have a rural bias and their activities are very much rural with definite characteristics and requirements. Deciding the development strategy on this aspect, some more areas in the small towns should also be considered for development under the integrated development programme, such as: (i) provision of veterinary hospitals for towns of 50,000 and above population, (ii) housing for agricultural and landless labourers, (iii) social services which may include care centres for the aged and for children of working mothers, (iv) opening of more workshops and some repair shops and sheds of agricultural tools and implements, (v) units for processing of local products, and (vi) committees of members of all groups in the town should be formed to identify their requirements and also educate people about the integrated programme, etc.

Umesh Luktuke

An assessment should be made of: (i) migratory and floating population, and (ii) availability of workers by age-groups and also by types of work and industry for an optimum utilisation of local resources, local skills and to see that the ecological balance is not disturbed by pollution and over-utilisation of resources. Provision of cheaper land should be made available to those who cannot afford at market prices, particularly urban poor. There should not be any time lag in the provision of infrastructure to improve the actual development. Social services like preventive and curative measures should be taken up. And finally, the development adminis-

tration should be manned by trained personnel who can understand, co-ordinate, and monitor implementation of the programme. Adequate care should be taken up to develop small and medium towns at a reasonable distance with a provision of social services in areas lacking in those services. Infrastructural facilities, such as water supply, drainage, electricity, roads and transport network should be provided at reasonable levels. Proper care should be taken to maintain the ecological balance by developing sufficient number of parks and playgrounds.

OPERATIONALISATION OF THE IDSMT SCHEME

[With regard to: (i) mobilisation of resources and its management; (ii) organisation for plan implementation, and (iii) community's involvement and people's participation in decision making]

R.L. Pitale

Attempts should be made to harness the resources of local body and the assistance from the State and Central Governments to this kitty should be substantial. Organisational arrangements, as they exist today, are adequate but they need modification in regard to feedback system. Besides representatives from enlightened citizens, concerned voluntary agencies should also be associated with this scheme.

M.K. Rajasekaran

In the implementation of the IDSMT programme, local contribution from beneficiaries should be generated besides assistance from State and Central Governments. This will be an indicator of community's involvement. And for implementing the programme, a separate agency should be created under the control of State Government. In designing a programme, the community should be involved in choosing a particular scheme. This can be done by inviting the views and opinions from local public and also by discussing with them or their representatives.

V.T. Purohit

The capacity to raise initial resources is limited, therefore,

the State Government should assist. Initially the local authority of the town concerned should acquire land, develop it, or provide housing in a remunerative way to recycle the invested funds.

As regards plan implementation, the State Governments or Town Planning Departments can depute some of their staff to these towns, since organisation for implementation requires technical knowledge. The release of funds should take place through state town planning department but execution should be taken up by the PWD authorities in case of small towns where the local authorities are not adequately staffed. Various other organisations like Slum Clearance Board, Rural Housing Board, State Housing Board, should also be involved actively.

There are certain areas where neither the town planning department nor the Public Works Department need to undertake the implementation programme themselves. Areas like environmental improvement, housing for landless and agricultural labourers in small and medium towns can well be transferred to co-operative societies which can undertake such works. For environmental improvement, voluntary agencies, like junior chambers, lions club or youth organisations can also be involved so as to achieve people's participation most effectively.

G.L. Gupta

Land acquired may be developed on priority basis and commercial and profit oriented schemes should find place to generate local resources. There should be some link between plan implementation and plan formulating agencies. The plans should be prepared under the supervision of local body and people's views may be sought on various aspects of the IUDP.

H.D. Singh

Central Government provides loan to the extent of 50 per cent of project in suitable investments provided matching grant is made available by the State Government. In the capital improvement projects, all sectoral funds should be pooled together and spent annually on approved programmes. Since central assistance bears an interest @ 5.5 per cent payable in 25

years, the local resources could also be mobilised by disposing of land earmarked for commercial and residential purposes.

The integrated programme may be co-ordinated by State Government, Town Planning Department, Housing Boards, PWD, Slum Improvement Board, etc., through an effective machinery set up for the purpose at local level under the Collector and at the State level under the Chief Secretary. Proper arrangements for project formulation, execution and monitoring should be defined for proper utilisation of the fund. We are planning for the people of a particular town, we have to know their requirements and, therefore, the involvement of the community in plan preparation, decision making and in implementation stages is necessary. This could be done by involving enlightened citizens or people's representatives.

P.K. Bhattacharyya

The resources at local level could be mobilised by sale of lands, construction of shops, dwelling units, etc., on ownership basis. Some of the resources could also be mobilised through direct taxation and special assessments. For effective implementation of the IUDP, the administrative and financial procedures should be streamlined. Efforts should also be made to educate the community about the work under IDSMT programme. Their involvement should be restricted during implementation stage.

Umesh Luktuke

The integrated programme should be lined with other investments so as to give the consolidated results of the total investments. Imposing of development charges and betterment levies will be an additional source of revenue for integrated scheme. Planners should be involved both during the stages of plan preparation and plan implementation and the co-ordination between various implementing agencies should be given utmost importance. People's participation should not amount to interference.

C. Palanivelu

To implement the programme, it is necessary to create a town development fund at the town level by pooling resources.

from central assistance, matching grant from State Government, local level resources and others; and this fund should be managed by the town development committee constituted for the purpose. In execution of the development programme, the local level authority should have control over various departments incharge of different sectors of development. Consultation with the elected members of local body should be had to win the confidence of the public.

C.N. Jagadeesan

The integrated scheme permits for group discussion by forming people's committees to identify their needs and giving their decisions.

K.K. Dalla

In a democratic set-up, people's participation through their elected representatives is very essential; otherwise, they can create problems at the time of implementation of scheme. In the fitness of things, they should be involved from the very beginning. This can be done by inviting objections, using mass media, etc.

N. Dhakshinamurthi

It is necessary to invite suggestions from public before and after plan preparation. This will provide an incentive to valuable people's participation. People's committees and associations should be encouraged to participate in decision making. Effective use of public media for people's participation is also essential.

M.R. Makwana

For resource mobilisation some remunerative housing and commercial (shopping) projects should be undertaken on priority basis. The staff engaged for implementation of the scheme should have definite orientation and it should be a different staff altogether.

For effective people's participation, prominent social workers, planners and experts should be invited in the state and district level committees for their views about a better performance of the scheme. Institutions like chamber of commerce

and industry, engineers, associations, architects associations and institutes concerned with urban affairs should also be invited to give their opinions and valuable suggestions.

G.N. Singh

To implement the integrated development scheme, seed capital should be given which should be managed by the local planning organisation. In the second stage, after the local area development work is completed, municipal board should charge betterment levy. And thirdly, commercial and profit oriented scheme should be given top priority in order to plough back capital for more profitable uses.

At local level, the municipal operational staff should be well trained and equipped. Administrators and community leaders should be entrusted with the overall co-ordination of the scheme. People's participation should be sought through voluntary agencies constituted for the purpose. Draft plan should be finalised after inviting objections/suggestions from the public.

P.T. Hardikar

Efforts should be made at pooling of resources from Central, State and Local Governments as well as finding of new resources. Implementing schemes for development of industrial and residential areas after carefully detailing about phasing, programming land design and development and detailing land disposal policy keeping in view that land is scarce resource.

Apart from administrative and executive machinery for implementing development programmes as per detailed phasing and programming, the monitoring machinery should be quite efficient and sensitive so as to properly evaluate the progress and suggest corrective measures both physical and financial, if necessary.

Public participation and community involvement will be forthcoming only after the impact of development programme; when its benefits are realised by the people. Proper and efficient implementation would result into more involvement and participation of public. In the initial stages, however, some co-operation from public is necessary for land

allocation for which a scheme, its phasing and programming is required to be explained to the people.

Arun Upadhyaya

Seed capital should be given to the local body by the Centre and its management should also be in the hands of local body. Resources should also be mobilised from auction of developed land, shops and MIG and HIG flats on priority basis. Local body should be the implementing authority. The draft integrated plan should be open to public opinion and public representatives, i.e., MPs and MLAs should also be involved in plan implementation.

K.T. Gurmukhi

The resources available for various other components should be utilised for implementing other schemes for which the funds are made available. The programme should be adhered strictly to time schedule with the help of a development cell created for the purpose which should also keep accounts for its progress and earmark the achievement. People's participation at local level is very much needed. At present ignoring of its role and involvement should be re-oriented with sufficient training and education for the staff involved in the scheme. People at local level do not know what they can contribute to the scheme of integrated urban development.

T.V.S. Nithiyanandam

All the local authorities are invariably short of funds and they are not in a position to undertake such activities as plan preparation, land acquisition and other allied works. Therefore, to carry on the work, the State government should bear the burden of local authority. The annual budgetary allocation to different sectors like medical, education, public health and urban development may be channelised through integrated development programme.

The development authorities constituted in various states have conflicting relations with the existing local bodies. Hence the implementation of the integrated development plan should be done by qualified town planners, economists, engineers,

sociologists deputed to local authority for the purpose. After some time, the local government will acquire the necessary expertise for further development.

The plan should be notified in all the local Newspapers and through mass media, the authority must evolve a questionnaire to get the people's view about the integrated development of the town. The authority should also convene a meeting of the people in different planning zones/units to decide the views and to arrive at an appropriate decision.

ADEQUACY OF EXISTING ORGANISATION

P.T. Hardikar

At present, the link between: (i) the national and state level plans is concerned with financial planning and capital investment decision, and (ii) the local level plans are more concerned with physical aspects of planning. This aspect is a missing link between the national/state and local level planning to translate financial planning and capital investment decisions into physical planning. With due care to performance budgeting, the local level plans could be formulated within the policy framework and objectives provided by district plans/regional plans, and the integrated programme being development programme within the framework of master plans, will thus be related to national and state planning.

T.V.S. Nithiyanandam

The model for development plans should incorporate the essential ingredients to increase the economic base of the town and plan preparation and plan execution should be co-ordinated by the qualified and experienced personnel of the local government. The local government should be given sufficient statutory powers. But monitoring and evaluation of the plan should be done by the State Government.

G.N. Singh

Local level plan should delineate the responsibilities and functions to urban local authorities to ensure effective co-ordination of activities within the town and at the regional/

state/national levels. Efforts should be made: (i) to upgrade the planning and technical capacities of the existing town planning departments, (ii) to improve co-ordination and inter-government fiscal relations at all levels of government, and (iii) the responsibilities should be fixed to monitor the said schemes.

M.R. Makwana

For local level planning views of all implementing agencies should be sought at the state level and, therefore, a meeting of the state chief town planners and administrators should be called by the Government of India to chalk out programmes for better implementation.

V.T. Purohit

Due to the limitations of the local authority to prepare plans and implement them, the organisation should be re-constituted. The integrated plans should be prepared by state town planning departments and for this, surveys and data should also be collected by this department. The necessary funds should be released through this department to ensure operational efficiency. To undertake all these responsibilities, the state department should have a separate wing for this purpose.

C.A. Gauni

The integrated development plan should be prepared by the state town planning department in consultation with the local bodies and after assessing their needs and resources available for development. The whole idea of planning should be to integrate development so that by developing small and medium town, the region in its entirety is also developed.

Umesh Luktuke

Local level planning whether it is IDSMT or any other plan cannot be done in isolation. A framework by way of regional plan should be the basis of local level planning. While preparing the plan, the proper linkages by road, rail and water and the availability of resources—material and human both will have to be considered to frame the integrated develop-

ment programme as a part of the general development plan having links to the broader plan.

P.K. Bhattacharyya

Due to lack of expertise at the local level, the task of planning should vest with the state planning department. The plan execution should be done by the engineering cell of the local authority if such persons are available. Alternatively, the local authority should be strengthened on this count or it should be empowered to entrust the work to local PWD authority.

H.D. Singh

At local level, a single implementing agency should be created and by strengthening its organisational set-up. This agency should be given adequate powers to sanction estimates for prompt implementation of the programmes by eliminating procedural delays. This will lead to an effective co-ordination. The set-up should also have effective machinery for monitoring and evaluation of the programme.

THE ROLE OF EXPERT GROUP, PLANNERS, ADMINISTRATORS, POLITICIANS, COMMUNITY LEADERS AND CLIENTELE GROUP

P.T. Hardikar

The role of expert and the clientele group should be to study the programme in all aspects of development and suggest modifications and improvements in respect of planning, programming and phasing of development programmes. Insofar as the role of planners is concerned, they should advise, if necessary, to incorporate revision or modification of the integrated development plan as suggested by the expert group. In addition, they should also prepare detailed plans, etc., phasing and programming for facilitating implementation. The administrator should ensure effective co-ordination of development programme through implementing agencies and at times suggest corrective measures. The politicians and community leaders should understand development programmes and visualise their impacts on society and make suggestions, if

necessary, keeping in view, the interest of the community and the township as a whole. Besides, they should also convince the people about the benefits of the programmes to get their co-operation and active participation.

G.N. Singh and Arun Upadhyaya

The expert group should provide consultancy on specific issues and problem areas, like environmental pollution, industrial locations and give technical expertise. The administrators should try to see effective co-ordination and implementation and also monitoring at various levels.

M.R. Makwana

The planners should identify the main areas of development interest and suggest the project for implementation on priority basis. However, the administrators should see that the local government takes interest in the implementation of the project within the stipulated time. The State Government should have close watch over the functioning of the development machinery and observe their organisational adequacies. Politicians and community leaders, should see the interest of urban poor particularly in backward and sub-standard residential areas of the town for their inclusion under the development programme. The clientele group should provide maximum co-operation and active participation in the development programmes. They are also supposed to point out the areas of their own interest and benefits to the town.

N. Dhakshinamurthi

The planners should take care of the weaker sections of the society to fulfil their demand to the level of their satisfaction.

C.N. Jagdeesan

The programmes for weaker sections to be executed must be bifurcated and entrusted to various functional agencies like Municipality, PWD, Transport, Housing Board, etc., fixing their individual responsibilities.

M.K. Rajasekaran

The administrator should function effectively and co-ordi-

nate the activities of different departments and should not create bottlenecks in the implementation stage.

V.T. Purohit

The planners should decide the priority areas and the amount of expenditure involved in these areas. The Administrator at local level should implement the schemes according to the priorities decided and also fix up the responsibilities of the authority to carry out the approved programme under the integrated scheme. Besides the administrator should also promote voluntary agencies for carrying out the work. As the programme involves a huge investment and also needs effective repayment, the clientele group should be well educated and informed about the utility of the programme. They should also participate and provide active co-operation in implementation.

C.A. Gauni

The expert group should identify the needs and resources of the town and suggest corrective measures for the resident population which should be utilised by the planners to evolve the development goals of an integrated development programme. The administrator should, however, function as a co-ordinator between planner and implementing agencies as well as between planner and fund granting agencies. The self authoritarian approach of the politician and community leaders should not be allowed to have its way rather they should try to educate the community at large.

Umesh Luktuke

The role of administrator should be of an efficient management expert who should see that the preparation and execution of the plan takes place without any wastage of time and resources. He should also co-ordinate the implementation of different elements of plans by way of efficient monitoring. The politician and community leaders should see that the plan is in the interest of the community and also propagate to seek the co-operation of public.

P.K. Bhattacharyya

The expert group should decide and allocate appropriate

funds to provide sound economic foundation for planning and generating gainful employment opportunities to improve the living standards and working conditions of the population. This is with a view to bring about equality and reduce existing disparities in the levels of development to spread the benefits of growth more evenly among people. Clientele group, on the other hand, should share the burden of programme execution which is not technical in nature. The role of politician and community leader should be confined to educate the people about the utility of the integrated development scheme and other related development programmes. This will automatically involve people's participation and their co-operation in the implementation programme.

4

REPORT OF THE SYNDICATE GROUPS

REPORT OF GROUP 'A'

The conceptual identity of integrated urban development of small and medium town programme is the extension of the concept of 'growth centre' applied to the entire town rather than to a single sector. The growth centre approach for the growth of industries has limited objective of attracting industries to the specific area. However, under integrated scheme, it is the entire local and immigrating population which is the target group for the integration of various programmes to develop small and medium towns in all aspects to provide better environment.

While the process of increasing urbanisation is not undesirable *per se*, its heavy concentration in metropolitan cities puts the urban economy out of gear. The recent census of 1981 has shown that 45 per cent of total urban population is concentrated in 14 metropolitan cities alone. In order to curb this trend and also to develop the potential of small and medium towns to reduce pressure on metropolitan cities, the Government of India have selected 200 towns with a population of 1 lakh and below and have also allocated Rs. 200 crores during the Sixth Plan period to make them functionally efficient and economically viable.

The main focus of the IDSMT programme is to meet the requirements of the existing population and also to attract migrants to small and medium towns. The Central Government assistance is confined to capital expenditure in the form of easy loans. The concessional finance with longer maturity pattern is envisaged to accelerate the growth of small and medium towns.

The members of group 'A' thoroughly deliberated the

guidelines of the IDSMT. The main consensus that emerged is summarised below:

1. The integrated development programme should be based not on the size of population but on the needs and growth potential of the towns, and their economic base should be the criterion irrespective of the population size. Migratory characteristics of the hinterland area should be studied and suitable schemes having a bearing on the migration pattern should be evolved to meet the main objective of the scheme for arresting the flow of population to the metropolitan cities.
2. Immediate and long term plans should be prepared and environmental factors should be taken into account. There should be separate organisational set-up for formulating and implementing the schemes under the IDSMT scheme. Contribution from the local authorities should not be insisted upon as the financial position of most of the local bodies is already weak. It was also felt that the ceiling limit for the total cost of the project as well as the Central Assistance is too meagre to develop small and medium towns as effective growth centres with better environment. Further it was observed that central assistance should also be made available as per priorities indicated for providing utility services, social facilities like education and health, parks and playgrounds and such other social inputs, so that the integrated approach is adopted in the matter of financial assistance also.
3. The hierarchy of the growth centres under IDSMT should be determined so that the effect is more intensive. Related to this is the issue of lowering the norms and standard to increase the coverage of area under the integrated development programme. This would result in diluting the effect of integrated development programme.
4. In regard to critical areas and issues, the group felt

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that following pyramid of priorities should be followed:

- (i) Towns in backward areas should be selected so that the migrating population of this area is attracted towards small and medium towns covered under the IDSMT scheme.
 - (ii) Unorganised informal sector should be given due share in the investment pattern of these towns. Mere capital investment in infrastructure is not enough.
 - (iii) The Integrated development programme should lay emphasis on diversifying the economic base and should take adequate care of the supporting population including slum improvement and their upgradation.
 - (iv) Under IDSMT more emphasis should be laid on the housing facilities for urban poor, especially on "sites and services" programmes.
 - (v) The implementing machinery should be geared to meet the requirements of small and medium towns and should be equipped with adequate technical staff to ensure proper implementation, effective co-ordination and meaningful monitoring.
 - (vi) Requisite funds should be provided to local authorities to formulate Master Plan or at least the long term perspective plan of the area.
5. The existing scheme indicates that the IDSMT programme may be undertaken preferably for those towns for which Master Plans/Development Plans have been prepared. It was felt that preferably towns which have been identified as growth centres of higher order, in the Regional or District Plans be selected for integrated scheme so that the local planning and implementation is properly linked with State and National Plans.
6. In order to increase operational efficiency of the IDSMT, the group felt that Local authority should have more professionals. The State Town Planning Departments should become an important agency of

the IDSMT scheme to co-ordinate and execute various activities. The evaluation and monitoring cell under the IDSMT scheme should be strengthened so that the continuous feedback mechanism will enable the implementing authorities to take up corrective measures. The training of personnel engaged in IDSMT should be taken up regularly to provide proper skills to the staff. Necessary equipments should also be purchased to encourage self-employment.

7. Voluntary agencies and experts should be associated with IDSMT. Suggestions from the expert groups, elected representatives and public may be omitted at the formulation stage of the programme. But after educating them about all aspects of the programme, if necessary, their active participation should be encouraged at the stage of implementation.
8. The present budgetary approach to IDSMT programme should be properly synthesised by making IDSMT schemes part of the overall planning process. The integrated approach has to make the sum of the benefits of small and medium towns larger than the sum of isolated benefits of different schemes.

REPORT OF GROUP 'B'

The IDSMT scheme was discussed with all the eleven members of group 'B'. Half of the members of this group were not aware of IDSMT programme but they learnt about it only after joining the course. The general consensus arrived at is given below:

1. In the guidelines on IDSMT, it was mentioned that the scheme should cover the towns of 1 lakh and below population but the townships or municipalities of such small population would not have sufficient technical personnel to implement and execute these schemes.
2. The time limit for the completion of the scheme is rigid one and the Centre's assistance will lapse, if it is not completed in time. This should be relaxed since

the State and Local Authorities will find it difficult both in execution within time or to make good of Centre's contribution, if it is not completed in time.

3. The standard of specification should not be reduced for the sake of integrated development of small and medium towns. This will result in sub-standard product.
4. The programmes stress on land development and sale of developed plots will result in irregular growth of dwelling units. Instead, they can develop land, construct the building and then sell to the public to have a systematic growth.
5. The common feeling prevails about the difficulties in financing, appraisal, monitoring and identifying the programme.
6. The implementing agencies are overlapping which may hamper the quick progress of the work.
7. The plan envisages the pooling of resources which might create conflict.
8. Raising the resources through the sale of developed land, shopping centre and hire purchase houses are commonly acceptable proposals.
9. Powers for execution of scheme should preferably be delegated to PWD authority. The implementation, and organisation should be co-ordinated by State Town Planning Department with State Government, on one side, and with local authority, on the other side. State Housing Board, Slum Clearance Board and other agencies must also get involved in implementing the programme.
10. Help from Citizens' Council, Voluntary Organisations should also be called for, while formulating the plan and similarly while implementing.
11. Self-help Scheme would invoke interest to a greater extent.
12. (a) The housing schemes like, EWS and LIG should be given priority for simple reason that it covers the larger section of the society, and as such, we can exploit our capability for such projects.

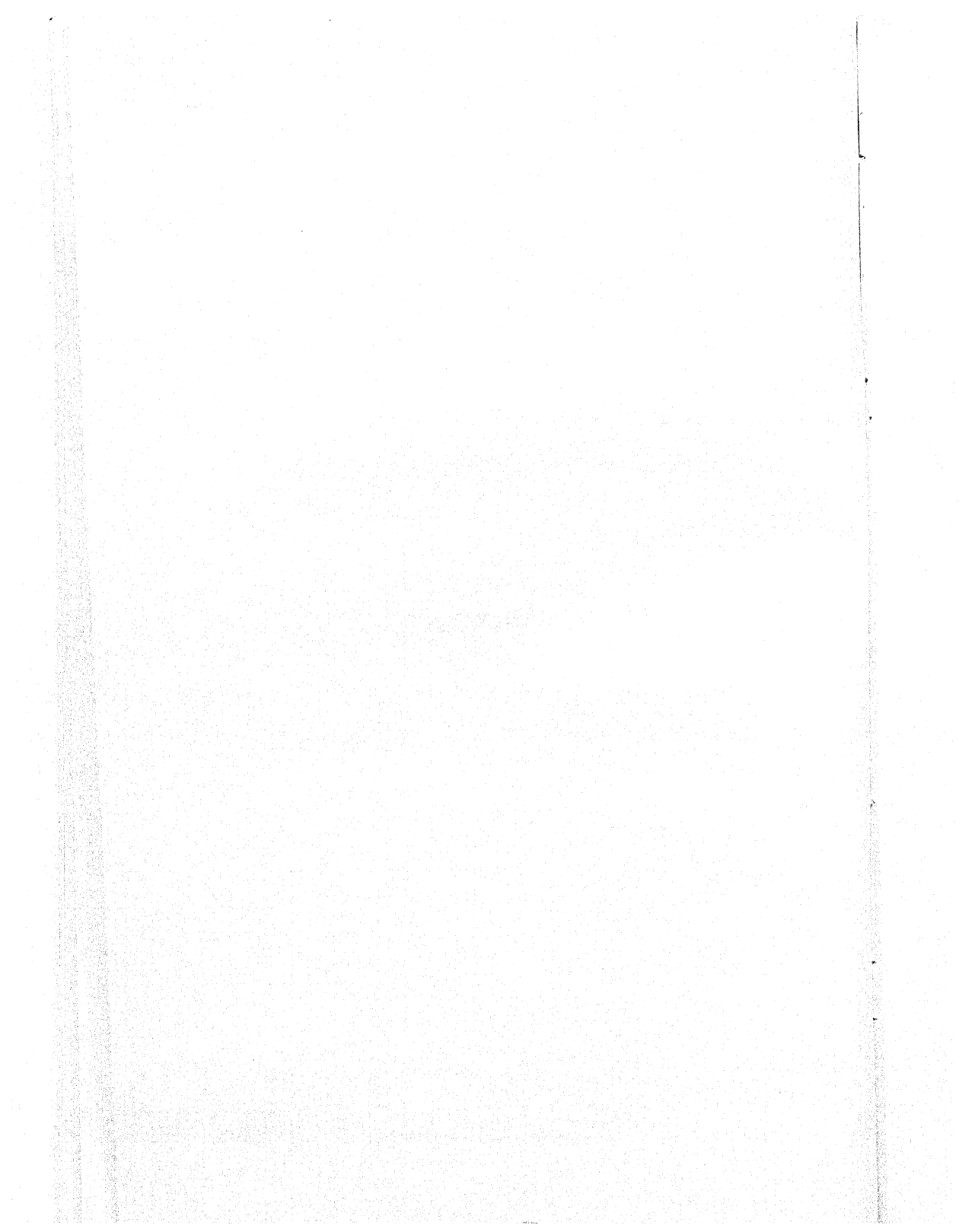
(b) The schemes which are not finding place in the prescribed list of the IDSMT programme can be mooted through the other agency resources.

13. The present system of local planning prevailing in every state should be continued as the State Town Planning Department plays a pivotal role all through. It should, however, take into account:

- (a) the proper study of the past and predicting of future;
- (b) proper diagnosis of the problem;
- (c) formulating the plan; and
- (d) suggesting qualitative and quantitative measures in the areas of housing, transport and social infrastructure.

- 14. Determining the period and evaluation of input and output with reference to the specified time for proper evaluation, appraisal and feedback.
- 15. Politician's position should be exploited in mobilising public opinion and assessing the regional needs.
- 16. The clientele group can act as a watchdog, express their needs, suggest corrective measures and help in programming.

APPENDICES



APPENDIX 1

CENTRALLY SPONSORED SCHEME FOR INTEGRATED DEVELOPMENT OF SMALL AND MEDIUM TOWNS—GUIDELINES*

INTRODUCTION

The Draft Plan 1978-83 lays emphasis on increasing the rate of growth of small and medium towns so as to enable them to act as growth and service centres for the rural hinterland and to reduce the rate of migration to metropolitan cities. It is proposed to do this by increased investments on the provision of infrastructure and other essential facilities. For proper development of these towns, it is necessary that an integrated development programme of each town is drawn up keeping in view its locational importance and linkages in the region. With this purpose in view, the Centrally sponsored scheme for the development of small and medium towns has been introduced. It seeks to provide central loan assistance for selected items of development to the State Governments/Union Territories on a matching basis so as to serve the integrated development of selected small and medium towns during this plan period.

COVERAGE

This Centrally sponsored scheme for integrated development would cover small and medium towns with a population of 1 lakh and below, on the basis of 1971 census. In selecting the towns for support, preference would be given to District headquarter towns followed by sub-divisional towns, mandi towns, and other important growth centres. The district towns or sub-divisional towns, etc., selected for priority development should be such as will check the migra-

*Government of India, Ministry of Works and Housing, December 1979.

tion of rural population to the large cities and would perform the role of services and market centres to the rural hinterland in the context of the balanced development of the whole district and the region. Since it is not possible to cover all the towns conforming to the population criteria during this plan period, the selection of the town has to be done carefully with reference to the rate of growth of population, the growth of the district and the region and the investment taking place in the hinterland. Another important factor would be the linkage of employment generation with urban development and the capacity of the institutions responsible for urban development.

COMPONENTS

The project document prepared for the integrated development of the identified towns should include components for which the Central assistance would be available on a matching basis and also those components for which funds would be met from the provisions in the State plans. Both types of components are indicated below:

- (a) *Components eligible for central assistance on matching basis:*
 - (i) Land acquisition and development. residential schemes will include sites and services with or without core housing.
 - (ii) Traffic and transportation to subserve the shelter and employment projects will include construction of roads and improvement/upgradation of existing roads but will not include purchase of motor vehicles.
 - (iii) Development of mandis/markets, provision of industrial estates, provision of other service and processing facilities for the benefit of agricultural and rural development in the hinterland.
- (b) *Components for which funds are to be found from State*

Plans, but which must form part of the Integrated scheme:

- (iv) Slum improvement/upgradation, urban renewal and small scale employment generation activity.
- (v) Low cost schemes of water supply, sewerage, drainage and sanitation.
- (vi) Preventive medical facilities/health care.
- (vii) Parks and playgrounds.
- (viii) Assistance for the purpose of making modifications, wherever necessary, in city master plans to permit mixed land use.

STANDARDS OR NORMS

Because of the limited resources available in every one of these components, there should be an intensive effort to lower the standards so as to maximise coverage. The standards should also relate to the size of the urban settlement, nature of services to be provided and population trends, and should be capable of being incrementally built up as the resource position improves and paying capacity of the beneficiaries increases.

- (i) Water supply, where the existing norm of 40-60 gallons per head per day should be reduced to 15-20 gallons.
- (ii) Health service, where expensive plans should give way to simple preventive medicine and environmentally hygiene programmes.
- (iii) Housing, where the bulk of the money should go into site and services projects, for the predominantly lower income categories.

PLANNING, IMPLEMENTATION AND CO-ORDINATION

The State Government should identify the agency/agencies to prepare and implement the programme. The work may be co-ordinated by the departments of the State Government or the State level agencies like the State Town Planning Depart-

ments, Housing Board, Slum Improvement Board, P.W.D. The local bodies of the town should be encouraged and assisted to participate in the preparation and implementation of the Integrated programme. Institutional arrangements for project formulation, execution and monitoring should be encouraged and assisted to participate in the preparation and in implementation of the integrated programme. Institutional arrangements for project formulation, execution and monitoring should be well defined and established so that the funds are properly utilised and create a significant impact on the living and physical conditions of the selected towns.

The organisational set-up of the local implementing agencies particularly their administrative and financial wings should be adequately strengthened and their procedure streamlined for efficient implementation of the programme. In particular, the implementing agencies should have adequate powers delegated to them for sanction of estimates and for prompt implementation of the programme by eliminating procedural delays.

An effective machinery for co-ordination, monitoring and evaluation of the programmes should be set up by the State Government at the town level under the Collector and at the State level preferably under the Chief Secretary or Development Commissioner. The machinery at the State level should be responsible for the formulation of the plan frame, to give general policy direction, review the progress regularly and generally take all steps including timely flow of funds and other resources for the implementation of the programme according to schedule.

The State Government should arrange to ensure proper maintenance of the infrastructure and other facilities created. Adequate provision in the budget of the agencies responsible for maintenance will have to be made annually.

BUDGETARY ARRANGEMENTS AND CENTRAL ASSISTANCE

Central assistance will be provided in the form of loan to the extent of 50 per cent of the cost of the projects in suitable instalments for the items mentioned in para 3(a) provided

matching assistance is made by the State Government and/or implementing agency. Total financial provision including Centre's share for the programme should find a place in the budget of the implementing agencies and the State Government. What is crucial here is that a capital budget for specific urban development programmes in a State should be prepared to pool all the sectoral funds available for expenditure in the approved urban plan, year by year. The funds provided for the various components of the approved project should not be diverted to other schemes.

The State Government should ensure and certify that the Central assistance claimed from the scheme of integrated development is for those components for which assistance has not been claimed from any other Central source including public undertakings. The State Government should forward to the Central Government every half year (as on 31st March and 30th September) progress statements in physical and financial terms and containing a report on the targets and achievements for each component of the programme and indicating the further central assistance required. The next instalment will ordinarily be released after the receipt of certificate from the State Government regarding the utilisation of previous instalment in the enclosed form and after appraisal of the physical progress achieved during the period under review.

Central financial assistance will be given to the State Governments as loan and they will be responsible for proper utilisation of the assistance on the sanctioned programmes and for timely repayment of interest and principal. The loan will carry a rate of interest of 5.5 per cent as revised from time to time by the Government of India subject to a rebate of $\frac{1}{2}$ per cent for timely payment of principal and interest. It would be repayable in 25 years including a moratorium of five years. The Central assistance should be passed on to the implementing agencies on the same terms as are applicable to the Central loan. The State Government matching contribution should be passed on to the implementing agencies in the form of a loan or grant according to the standard terms. On the basis of the approved schemes received from the State Government in time and the progress of ongoing schemes,

the Central Government would indicate the likely allocation of assistance in each annual plan.

The release of financial assistance for individual programme will be made on the basis of receipt of satisfactory reports on physical achievements according to the target fixed and utilisation certificates of funds from the concerned departments countersigned by the Finance Secretary of the State. The penultimate instalment for the relevant financial year will be released for a particular project, only on receipt of utilisation certificate issued by the Accountant General for the completed accounts relating to the previous financial year.

CONDITIONS OF ASSISTANCE

The following further conditions will apply for Central assistance.

The State Government should have an integrated plan for the development of town preferably based on a long term Master plan/Development plan.

The State Government may consider passing a comprehensive town and country planning act providing for preparation and statutory approval of the Master Plan and land use control.

The financial assistance is conditioned on the ability of the agencies to maintain assets and facilities created and their ability to repay the loans. This will require a detailed financial and institutional plan for municipal finances and its adoption and implementation in phases and for adequate mobilisation of local resources.

In view of the fact that proper formulation, execution and monitoring of the schemes under this programme require properly trained municipal personnel, *it is necessary to equip the staff employed in the implementing agencies and the municipalities with adequate training and expertise.* The State Government should undertake to get the concerned planning and executing staff of the local bodies trained in the regional centre of training in municipal administration under this ministry or in any other suitable training organisation before the project is sanctioned by the Government of India.

An appropriate urban land policy should be followed by

the State Governments to provide for the mopping up of unearned income accruing to private parties as a result of the development programmes and generally to tap the resource potential of valuable urban land.

Separate accounts should be maintained by each executing agency in respect of the components of the programme entrusted to it for implementation. The accounts should indicate the return also in respect of land acquisition and development projects and other remunerative schemes.

If, for any reason, any specific project forming part of the integrated scheme of small and medium towns is not completed during the period of availability of funds from the Government of India under the scheme, the State Government should undertake to complete the projects by making provision for funds from the State budget.

Periodical inspection of the projects sanctioned would be undertaken by officers of the Government of India.

PATTERN OF FINANCING

The projects would be primarily financed by the internal resources of the implementing authorities and the resources provided by the State Governments. *The Central assistance is intended only to supplement and strengthen the resources of the implementing agencies and those provided by the State Government.* The State Government should promptly pass on the Central assistance preferably within a month on the same terms and conditions to the implementing agencies. They should also create a suitable budgetary head with a token provision wherever necessary.

PROJECT REPORT

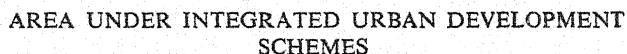
A project report for each town should be prepared and 3 copies of the report should be forwarded to the Ministry of Works & Housing, Government of India. It should contain the following chapter:

- (i) An introduction to the town containing relevant information such as its location, size, population growth

rate, employment and income of the population existing functions and its role in relation to the region, State or national economy supported by statistical tables. For this purpose information should be furnished in the questionnaire attached. Last 2-3 years abridged budgets of the local bodies operating in the town indicating the main heads of receipts and expenditure.

- (ii) Existing shortages in services and facilities and the norms of standards adopted to measure the shortages. Justification for the norms adopted should be given.
- (iii) The detailed programme should show its components, basis for the selection of the components, the period covered by the programme and its annual phasing. The programme components could include permissible and essential items like technical assistance and physical and price contingencies.
- (iv) An estimate of resources (total and annual) required for each component, the basis and justification for the estimates and the proposed sources of the funds such as State budgets, Central assistance, resources of the implementing agencies, institutional borrowings, etc. The estimates should indicate the unit costs (e.g., land acquisition rate per hectare), where relevant, information on the extent of mobilisation of the local resources should, in particular be given showing the collections on the basis of existing rates and taxes, and proposals for their enhancement as well as new levies. A summary of the Project cost should be prepared in the proforma attached to these guidelines.
- (v) Implementing agencies for each component of the programme, their constitution, functions and the capability for implementation and measures for strengthening their capability and for streamlining their procedures of work.
- (vi) Agencies for proper maintenance and operation of the assets and facilities created, estimates of expenditure for maintenance and operation and how the expenditure is proposed to be met.
- (vii) Machinery for co-ordination, monitoring and evaluation.

- tion at the local and State levels and their function and responsibilities.
- (viii) The benefits expected from the programme and how it would further the objectives set out in paragraph 2 ante.
- (ix) Site plans showing location of all the projects including components not covered under the central assistance but forming part of overall development of the town and its periphery. The specimen form of town map for Amritsar is attached (page 48). A similar map for the district town should be furnished with the Project Report. In addition to this map, detailed lay out plans of the Project to be assisted should also be furnished.



1. No. 62 Lawrence Road Scheme	65.00 Acres
2. No. 61 Maqbool Road Scheme	26.00 Acres
3. Khemkaran Road Scheme	70.00 Acres
4. Opp. Guru Nanak University Road Scheme	73.00 Acres
5. Ajan Ala Road Department Scheme	283.00 Acres
6. Ajan Ala Road Extension Scheme Commercial	500.00 Acres
7. Grain Market Scheme	93.00 Acres
8. City Centre Scheme	40.00 Acres
9. Truck Stand Scheme	120.00 Acres

TOTAL	1270.00 Acres
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**PROFORMA TO BE FILLED UP FOR THE TOWN TO
BE ASSISTED UNDER THE CENTRALLY SPONSORED
SCHEME OF INTEGRATED DEVELOPMENT OF
SMALL AND MEDIUM TOWNS**

1. Name of Town.....District.....State.....

2. ADMINISTRATIVE STATUS

- | | |
|-------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| 2.1 Hierarchy in District Administration. | District Office
Tehsil Office
Taluka Office
Block Office
Others |
| 2.2 Please state what other Government Offices are located in the town. | |
| 2.3 Type of local Government with year of establishment. | Municipality/Town
Area Com./Notified
Area Com./Panchayat/
Nagar Panchayat |

3. LOCATION (Please supply a map of the town)

- 3.1 If situated on a State/National Highway—name of the Highway—If not, distance to such a Highway
- 3.2 Give the name of the near State important town or city and the distance to it.
- 3.3 (i) Name other towns within a ten-mile radius.
(ii) Indicate number of villages served by the town or from which people visit the town for social and economic reasons.

4. TRANSPORT AND COMMUNICATIONS

- 4.1 Name the roads or tracks that connect the town to the surrounding areas and the means of Transport generally used for travel to and from the town.

<i>Road or Track</i>	<i>Kutchha Metalled or tarred</i>	<i>Means of Transport in use</i>	<i>Frequency of number of such vehicles</i>
--------------------------	-------------------------------------------	------------------------------------------	-----------------------------------------------------

4.2 Name of river/water way/lake, etc. closeby. Is it used for transport/irrigation/bathing and washing/ source of drinking water supply.

4.3 Has the town a Railway Station—Name—

If yes—(i) Is it on main line/branch line

(ii) Broad gauge/metre gauge

(iii) Frequency of trains in 24 hrs.—goods' passenger

If not—(i) The nearest Railway Station

(ii) Whether connected by Kutchha/Pucca Roads and the distance to it.

(iii) Is it used substantially for goods and passenger traffic.

4.4 Has the town a Bus Stand—

If yes, the frequency of bus service—

If not, nearest available bus stand and the distance to it.

4.5 If the town is served by telephone?

If yes, number of telephone connections.

4.6 (i) Give number of post offices in the town—

Frequency of postal delivery

Frequency of mail clearance

(ii) Give the number of telegraph offices

4.7 Give names of the daily newspapers usually available in the town with the language.

4.8 Give the number of Radio sets—

T.V. Sets—

Registered at the local post office.

5. INDUSTRY

5.1 Is there an Industrial Estate in or close to the town?

If yes, please give: Location—

within or outside municipal limits.

Year of establishment—

Number of plots—

Number of units established—

5.2 Please give a list of industrial units/workshops in the town in the following form:

<i>Name of establish- ment</i>	<i>Items produced or servi- ces given</i>	<i>Average daily employ- ment</i>	<i>Size of electric power connection</i>	<i>Other source of power</i>	<i>Source of raw Mate- rial</i>
<i>Within local body jurisdiction</i>					
1.					
2.					
3.					
<i>Outside</i>					
1.					
2.					

5.3 Do employees stay in town or commute from adjoining areas—If they come from outside the town limits, please give—

- (i) approximate percentage to total employees
- (ii) places from where they come with distance
- (iii) usual mode of travel.

5.4 Please indicate main problems that inhibit the growth of industrial units—

- Supply of labour skilled/unskilled
- Raw material
- Transport and communication shortfall
- Finance
- Marketing

6. ELECTRIC SUPPLY

6.1 Please indicate source of electric supply—

Local/State
Electricity
Board.

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Is there a local sub-station _____
if yes capacity _____

6.2 Number of Electric connections

1. Light and Fans _____

2. Industrial and Powers _____

6.3 Existing rates of electricity tariff _____

7. TRADE AND COMMERCE

7.1 Is there a mandi established—If yes

(i) Date of establishment _____

(ii) Location within or outside Municipal limits _____

(iii) Number of shops _____

(iv) Total area _____

(v) Type of produce with quantity handled each season. _____

7.2 Municipal markets, if any—

Number of markets _____

Number of shops _____

Number of temporary lettings _____

7.3 Number of shops in the town _____

7.4 Principal items of trade in the town and approximate turnover. _____

7.5 Trade links with—number of villages name of towns. _____

7.6 Banking facilities— _____

<i>Name of Banks Branches</i>	<i>Number of Accounts</i>	<i>Volume of Deposits</i>
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8. FUTURE PERSPECTIVES

8.1 Have you got a Master Plan prepared for the town?

If yes, indicate main proposals for development.

If not, indicate whether a Master Plan should be

prepared and what development proposals should be included?

8.2 Indicate town needs to make it generate employment and provide amenities.

- New Road links beyond the municipal limits.
- Road construction and flyovers
- Road widening or improvements
- Extension of power supply
- Transport facilities—indicate specified items.
- Water supply and sewerage
- Any other.

9. Projects already under execution by various Departments/Agencies.

SPECIMEN FORM

PROJECT COST SUMMARY

(Please see para 9(iv) of the
Guidelines) Information
up to col. 4 only is to be given)

<i>Project Component as prescribed in para 3(a) and 3(b) of the Guidelines</i>	<i>Implementation Agencies (Illustrative only)</i>	<i>Cost of comple- tion</i>	<i>Outlay for 1979-80</i>	<i>Actual Expen- diture in 1979- 80 quarterly</i>	<i>Total 1979- 80 quarterly</i>	<i>Expenditure in 1980-81 quarterly</i>
(1)	(2)	(3)	(4)	(5)	(6)	(7)

I II III IV I II III IV

A. *Components eligible for
Central assistance on
Matching basis*

(i) Land acquisition and
development (including
site & services) PWD etc.

(a) Levelling & dressing

(b) Survey and demarcation

- (c) Roads and paths
- (d) Water supply & Sewerage
- (e) Drainage
- (f) Street lighting
- (g) Horticulture
- (ii) Traffic & transportation PWD, etc.
facilities
- (a) New roads
- (b) Widening of roads
- (c) Grade separators
- (d) Construction of depots
- (e) Terminals
- (f) Any other
- (iii) Development of mandis, Agrl. Market
markets, etc. Committee
- B. *Components for which funds
are to be found from the
State Plans*
- (iv) Slum improvement Slum Board
- (v) Water supply & sewerage
- (a) Supply of service meters

(1)	(2)	(3)	(4)	(5)	(6)	(7)
(b) Supply of pipes and fittings	PHE Deptt.					
(c) Supply of distribution values						
(d) Installation of meters						
(e) Installation of values.	-do-					
<i>Sewerage</i>						
(f) Supply of pipes & fittings						
(g) Supply of cleaning equipment						
(vi) Parks and playgrounds	Social					
(vii) Preventive medical facilities/health care	Welfare Deptt.					
(viii) Assistance for modifications in city master plans.	T & CP Deptt.					

NOTE : This proforma should contain the various components as given in para 3.1(a) and (b) of the Guidelines. The sub-heads of each component as given under Water Supply, Sewerage and Roads and Traffic Improvement are only illustrative. Actual sub-heads as per the programme have to be indicated.

CERTIFICATE

(To be furnished in Triplicate)

1. Certified that the Central assistance (loan) of Rs. _____ lakhs released in the year _____ for execution of projects under the Integrated Urban Development Programme of _____ (name of city/town) has been utilised in full and for the purpose for which it was intended.
2. Also certified that matching contributions have been made by the State Government and the implementing agency(ies) for execution of the Centrally assisted projects as per the Central Government's sanction letter.
3. Further certified that the Central loan was passed on to the implementing agency(ies) at the same rate of interest and on the same terms and conditions as prescribed in the Central Government's Sanction letter.

()

Secretary to Government of _____

Date _____ DEPTT.

Countersigned:

Secretary to the Government of _____
Finance Department.

APPENDIX 2

LIST OF THE TOWNS COVERED UNDER
IDSMT PROGRAMME

(as on 31-1-1982)

<i>State</i>	<i>Town</i>
Andhra Pradesh	1. Anakapali 2. Ramachandra Puram 3. Tenali 4. Vizianagaram 5. Bhimavaran 6. Kareem Nagar 7. Khamam 8. Tripatti 9. Medak 10. Srikakulam 11. Guntakal
Assam	1. Tinsukia 2. Silchar 3. Jorhat 4. Tezpur 5. Dibrugarh
Bihar	1. Gopalganj 2. Hajipur 3. Saharsa 4. Daltonganj 5. Chapra 6. Arrah 7. Chaibasa 8. Begusrai 9. Dumka 10. Deogarh *11. Katihar

*State**Town***Gujarat**

1. Anand
2. Porbandar
3. Patan North
4. Verval Patan
5. Valsad
6. Palanpur
7. Ankleshwar
8. Dahod
9. Mehmabad
10. Godhra
11. Bhuj
12. Mehsana
13. Khambhat
14. Amreli
15. Dehgam
16. Kalol-Saij
17. Sanand

Himachal Pradesh

1. Simla

Haryana

1. Sirsa
2. Narnaul
3. Palwal
4. Hissar
5. Kurukshetra
6. Karnal

Jammu & Kashmir

- *1. Anant Nag

Kerala

1. Kottayam
2. Guruvayor
3. Trichur
4. Kayakulam
5. Tellicherry
6. Tirur
7. Changacherry
8. Badagara
- *9. Allepay

*State**Town***Karnataka**

1. Raichur
2. Hospet
3. Hassan
- *4. Tumkur
5. Chitradurga
6. Chanapatna
7. Kanakpura
8. Magadi
9. Khushalnagar
10. Shahpur
11. Sagar
12. Humnabad
13. Holenarshipur

Madhya Pradesh

1. Bilaspur
2. Dewas
3. Khajuraho
4. Harsi
5. Rewa
6. Katni
7. Morena
8. Barhanpur

Manipur

1. Chandel

Maharashtra

1. Barsi
2. Manmad
3. Parli Vajjnath
4. Yavtmal
5. Satara
- *6. Ratnagiri
7. Amalner
8. Parbhani
9. Katol
10. Kampathi
11. Kinwat
12. Osmanabad
13. Morshi
14. Hinganghat

*State**Town*

15. Jalna
16. Ambejogai
17. Selu
18. Digras
19. Bhandara
20. Washim
21. Amravati
22. Islampur

Orissa

1. Puri
- *2. Sambalpur
3. Balasore
4. Rourkela

Punjab

1. Pathankot
2. Hoshiarpur
3. Sangrur
4. Moga
5. Khanna
6. Phagwara
7. Bhatinda

Rajasthan

1. Pali
2. Baran
3. Bhilwara
4. Sikar
5. Churu
6. Sumerpur
7. Nathdwara
8. Barmer
9. Ganganagar
10. Jaisalmer
11. Chitorgarh
12. Bharatpur

Sikkim

1. Jortheng

Tripura

1. Udaipur

State

Tamil Nadu

Town

1. Dharmapuri
2. Karur
3. Pudukottai
4. Udhamangalam
5. Gobichenti
6. Trichnaguri
7. Manargudi
8. Palani
9. Methupalayam
10. Chengalpattu
11. Coonoor
12. Manmudurai
13. Dharapuram
14. Attur
15. Tiruvannamalai
16. Udamalpet
17. Hospur
18. Pollachi
19. Namakal
20. Kovilpatti
21. Tehni-Alliagaram
22. Nagapattinam
23. Ranipet Arcot Walajapet
24. Karaikudi
- *25. Thanjavur

Uttar Pradesh

1. Azamgarh
2. Fatehpur
3. Jaunpur
4. Hathras
5. Banda
- *6. Barabanki
7. Deoria
8. Kasganj
9. Gazipur
10. Bijnor
11. Sitapur
12. Mainpuri
13. Rae Bareilly

*State**Town*

14. Hardoi
15. Orai
16. Almora
17. Mahoba
18. Etah
- *19. Balia
20. Badaun

West Bengal

1. Khadakpur
2. Bankura
3. Cooch Bihar
4. Krishna Nagar
5. Purulia

APPENDIX 3

MEMBERS OF SYNDICATE GROUPS

Group A

Shri R.L. Pitale
—*Convener*
Shri P.T. Hardikar
—*Rapporteur*
Shri G.N. Singh
—*Rapporteur*
Shri K.T. Gurumukhi
Shri T.V.S.
Nithiyanandam
Shri Umesh Luktuke
Shri Arun Upadhyaya
Shri M.R. Makwana
Shri Gurbachan Gupta
Shri P.K. Bhattacharyya
Shri B.C. Borkakoty

Group B

Shri N. Dhakshinamurthi
—*Convener*
Shri V.T. Purohit
—*Rapporteur*
Shri V.N. Jagadeesan
—*Rapporteur*
Shri N.K. Chetia
Shri D. Medhi
Shri H. Dilipkumar Singh
Shri K.K. Dalla
Shri C. Palanivelu
Shri Aijaz Hussain
Shri M.K. Rajesekaran
Shri C.A. Gauni

APPENDIX 4

LIST OF PARTICIPANTS

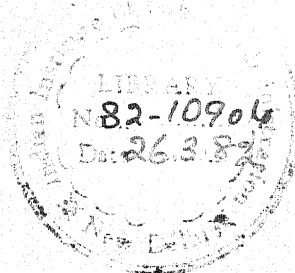
1. Shri Nava Kumar Chetia,
Administrator,
Nowgong Municipal Board,
Nowgong,
Assam.
2. Shri C.A. Gauni,
Assistant Town Planner,
Children Hospital,
Rasala Marg,
Mithakhali,
Ellis Bridge,
Ahmedabad.
3. Shri Kewal Krishan Dalla,
Executive Officer,
Municipal Committee,
Rajpura (Punjab).
4. Shri Pradip Kumar Bhattacharyya,
District Building Inspector,
Corporation of Calcutta,
5, S.N. Banerjee Road,
Calcutta.
5. Shri P.T. Hardikar,
Deputy Director of Town Planning,
Bombay Division,
"Konkan Bhavan",
Washi,
New Bombay (Maharashtra)
6. Shri Gurbachan Gupta,
Executive Officer,
Municipal Committee,
Gobindgarh.

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7. Shri K.T. Gurumukhi,
Town & Country Planner,
Town & Country Planning Organisation,
'E' Block, Delhi Vikas Bhavan,
I.P. Estate,
New Delhi.
8. Shri Biren Chandra Borkakoty,
Research Assistant,
Directorate of Municipal Administration,
Assam Land Road,
Gauhati.
9. Shri Aijaz Hussain Khan,
Chief Municipal Officer,
Municipal Council
Shivpuri,
Madhya Pradesh.
10. Thiru C.N. Jagadeesan,
Executive Engineer,
Corporation of Madras,
Ripon Building,
Madras.
11. Shri Umesh Luktuke,
C/o Housing Urban Renewal & Ecology Board,
Bombay Metropolitan Region,
Development Authority,
Griha Nirman Bhavan,
Kalanagar Bandra (E),
Bombay.
12. Shri M.R. Makwana,
Section Officer,
Panchayats, Housing & Urban
Development Secretariat,
Gandhinagar.
13. Shri R.L. Pitale,
Industrial Planner,
Town & Country Planning Organisation,
Ministry of Works & Housing,
I.P. Estate,
Delhi Vikas Bhavan,
New Delhi.

14. Shri V.T. Purohit,
Senior Town Planner,
Capital Project,
Sachivalaya,
Gandhinagar,
(Gujarat).
15. Shri Dhaneshwar Medhi,
Associate Town Planner Incharge,
Town & Country Planning Organisation,
Government of Assam,
Dhubri,
(Assam).
16. Shri G.N. Singh,
Associate Planner,
Sambhagiya Niyojan Khand,
Town & Country Planning Department,
Gorakhpur.
17. Shri H. Dilipkumar Singh,
Associate Town Planner,
Town Planning Deptt.
Public Works Department Compound,
Khoyathong,
Imphal.
18. Thiru M.K. Rajasekaran,
Assistant Divisional Engineer,
World Bank Project,
Traffic Engineering Division,
Madras.
19. Thiru T.V.S. Nithiyanandam,
Assistant Planner,
Madras Metropolitan Development
Authority,
52, E.V.K. Sampath Salai,
Madras.
20. Shri Arun Upadhyaya,
Assistant Town Planner,
Town & Country Planning Deptt. (UP),
Nagar Mahapalika Building,
Agra.

21. Thiru C. Palanivelu,
Assistant Planner,
Madras Metropolitan Development
Authority,
Madras.
22. Thiru N. Dhakshinamurthi,
Assistant Divisional Engineer,
Transportation Planning Division,
Paliavan Transport Corporation Ltd. (Metro),
Madras.
23. Shri Gangadhar Jha,
Training Associate,
Centre for Urban Studies,
Indian Institute of Public Administration,
New Delhi.
24. Shri M.K. Balachandran,
Course Director (UPA),
Centre for Urban Studies,
Indian Institute of Public Administration,
New Delhi.
25. Shri D.D. Malhotra,
Reader in Urban Management,
Centre for Urban Studies,
Indian Institute of Public Administration,
New Delhi.
26. Shri R.K. Wishwakarma,
Course Director (UPA),
Centre for Urban Studies,
Indian Institute of Public Administration,
New Delhi.



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Author I. I. P. A.

I.I.P.A.

C.I.S.
Title Integrated development of
small and medium towns